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SPECIAL REPORT  
on  
CIA HONOR AND MERIT AWARDS

GENERAL

This month's Special Report records -- by number, type, and sponsoring Career Service Group -- the Honor and Merit Awards that CIA has approved each year from the inception of this program in 1954 through 31 December 1964. Statistical data appearing in the report have been compiled from records of the Honor and Merit Awards Board.

CIA has established 6 Honor and Merit Awards (see [REDACTED])

25X1A

1. Distinguished Intelligence Cross (DIC)
2. Distinguished Intelligence Medal (DIM)
3. Intelligence Star (IS)
4. Intelligence Medal of Merit (IMM)
5. Certificate of Merit with Distinction (CMw/D) - which may be accompanied by emolument of \$200 to \$5,000
6. Certificate of Merit (CM) - which may be accompanied by emolument of \$100

Two awards established in 1954 -- the Distinguished Intelligence Cross and the Intelligence Star -- recognize acts of heroism. The four remaining Awards recognize other important contributions to the national intelligence effort:

- DIM - established in 1954 for outstanding services or achievement of exceptional nature constituting a major contribution to CIA's mission.
- IMM - established in 1954 for meritorious service, or act, or achievement, above normal duties, requiring initiative and extra effort and contributing to CIA's mission.
- CMw/D - established in 1958 for superior performance or service under unusual conditions, including hazard.
- CM - established in 1956 for sustained superior performance or significant single act of merit.

Nominations for Honor and Merit Awards may be initiated by any CIA employee. They are transmitted through command channels to the CIA Honor and Merit Awards Board for review and, if considered favorably by the Board, to the DCI for final action. Since 1954, the Director (as of 31 December 1964) has approved a total of 463 Awards.

CHARTS AND OBSERVATIONS

TAB A - Number of Agency Honor and Merit Awards Approved Calendar Years 1954 - 1964

1. TAB A portrays, by year, the Honor and Merit Awards approved during the first 11 years of this program. The following table details their distribution:

Award	Total	CALENDAR YEAR										
		1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954
DIC	-	-	-	-	-	-	-	-	-	-	-	-
DIM	40	2	4	7	2	3	4	1	6	8	-	3
IS	34	5	14	6	-	-	3	-	-	4	-	2
IMM	146	24	13	26	11	12	17	7	17	16	3	-
CMw/D	115	27	30	20	9	9	20	Approved 1958 -----				
CM	128	19	12	17	24	22	20	6	6	2	Approved '56	
TOTAL	463	77	73	76	46	46	64	14	29	30	3	5

2. To give some feel for how our employee recognition program compares with similar programs in other Federal agencies, the following statistics have been extracted from annual reports prepared by the Civil Service Commission:

SUPERIOR PERFORMANCE AWARDS\* PER 100 EMPLOYEES

<u>Agency</u>	<u>FY 1962</u>	<u>FY 1963</u>	<u>FY 1964</u>
Government-wide (all agencies)	3.3	3.5	2.9
Highest Agency (over 2,000 emp.)	8.6 (Sel. S.)	10.4 (Sel. S.)	8.9 (Sel. S.)
Lowest Agency (over 2,000 emp.)	0.1 (ICC)	0.0 (ICC)	0.0 (ICC)
State	0.9	1.3	1.0
Defense	4.5	4.9	3.5
AEC	2.5	1.6	1.4
AID	1.6	1.2	2.7
CIA	0.4	0.5	0.4

\* Term "superior performance awards" embraces all 6 of CIA's Honor and Merit Awards and their counterparts in other agencies.

TAB B - Total Number Awards Approved 1954 - 1964  
By Type of Award - By Career Service Group

- During the first 11 years of CIA's Honor and Merit Awards program, the Intelligence Medal of Merit has been given to more employees than any other award even though it is the second in order of precedence among the 4 service awards. This is due in part, of course, to the fact that the 2 lower precedence awards were late entries, the Certificate of Merit having first been established in 1956 and the Certificate of Merit with Distinction in 1958. Even since 1958, however, the Intelligence Medal of Merit has very nearly held its own with the lower ranking awards as the following comparisons show:

<u>AWARD</u>	<u>Number Approved 1954 - 1964</u>	<u>Number Approved 1958 - 1964</u>
DIC	0	0
DIM	40	22
IS	34	28
IMM	146	103
CMw/D	115	115
CM	128	114
	<u>463</u>	<u>382</u>

- In terms of Career Service affiliation, DD/P members have reaped the lion's share of Intelligence Stars (71%) and DIM's (62%). The other awards have been distributed as follows:

<u>CAREER SERVICE GROUP</u>	<u>IMM</u>	<u>CMw/D</u>	<u>CM</u>
DD/P	36%	31%	25%
DD/I	22%	40%	41%
DD/S	29%	26%	31%
DD/S&T	4%	1%	2%
DCI	8%	2%	1%
Other (non-CIA)	1%	-	-
	<u>100%</u>	<u>100%</u>	<u>100%</u>

- Although the Federal Incentive Awards Act encourages the granting of cash awards to employees cited for superior performance, and CIA's award program makes adequate provisions for this purpose (Certificate of Merit w/Distinction may be accompanied by \$200 - \$5,000 and the Certificate of Merit by \$100), there has been a growing reluctance in CIA in recent years to approve such grants. The following table tells the story:

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Calendar Year	CERTIFICATE OF MERIT WITH DISTINCTION		CERTIFICATE OF MERIT	
	Number Awarded	Number With Cash	Number Awarded	Number With Cash
1956			2	2
1957			6	6
1958			6	6
1959	20	20	20	20
1960	9	9	22	22
1961	9	9	24	24
1962	20	14 (70%)	17	13 (76%)
1963	30	14 (47%)	12	9 (75%)
1964	27	3 (11%)	19	14 (74%)
TOTAL	115	69	128	116

TAB C - Total Number Awards Approved 1954-1964 By Career Service Groups

1. During the 11 years from 1954 through 1964, 37% of all the CIA Honor and Merit Awards that were approved went to DD/P personnel; 29% to members of DD/I; 25% to DD/S; 5% to DD/S&T; and 4% to DCI.
2. A very significant proportion of all CIA awards (45% of DIM's and 34% of IMM's, for example) have gone to employees at the time of -- or in connection with -- their resignation, retirement, or death. This has been the case with 27% of all awards made to DD/I members and 23% of those to DD/S personnel. The following table develops this situation as it pertains to the 4 service awards (figures on the Intelligence Star are not included because complete data on some non-staff recipients were not available).

SERVICE AWARDS APPROVED AT TIME OF OR IN CONNECTION WITH  
RESIGNATION, RETIREMENT, OR DEATH OF RECIPIENT

Year	<u>DIM</u> No. % Of All Awarded		<u>IMM</u> No. % Of All Awarded		<u>CMw/D</u> No. % Of All Awarded		<u>CM</u> No. % Of All Awarded		<u>TOTAL</u> No. % Of All Service Awards	
1954									-	-
1955									-	-
1956			5	31%					5	19%
1957	2	33%	3	18%					5	17%
1958	1	100%	3	43%					4	29%
1959	1	25%	4	24%			2	10%	7	11%
1960	1	33%	4	33%	1	11%	3	14%	9	20%
1961	2	100%	7	64%	1	11%	2	8%	12	26%
1962	7	100%	9	35%	2	10%			18	26%
1963	3	75%	8	62%	14	47%	4	33%	29	49%
1964	1	50%	7	29%	4	15%	1	5%	13	18%

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SUMMARY

From the foregoing data, two main observations can be offered:

1. Notwithstanding a liberal, well conceived, and broadly based Honor and Merit Awards program, CIA appears to dispense its formal emblems of recognition with an exceedingly sparing hand.
2. The important gradations that ought to differentiate the successive levels of recognition in any awards program have not always been evident in the administration of CIA's Honor and Merit Awards program.

In its concept and structure, CIA's awards program has taken excellent advantage of the authorities contained in the Federal Incentive Awards Act. Six formal awards, 2 for heroism and 4 for service, have been established -- with provision for cash emoluments of \$100 - \$5,000 to accompany 2 of the service awards. The program has had adequate publicity and is well known throughout the Agency. Yet in 11 years of operation, only 463 awards have been approved, and we stand near the bottom among all major Federal agencies in the number of awards made each year per 100 employees. With cash, too, we have been very sparing. Although emoluments up to \$5,000 are authorized, we have given only 5 of \$1,000 or more and none above \$2,500.

Explanations for this situation are not easy. Maybe we naturally expect a great deal more from CIA employees. Or perhaps we think they get enough recognition in other ways -- through commendations, promotions, or other rewards. Whatever our reasons, in 11 years of dispensing Honor and Merit Awards we have certainly compiled a deeply conservative record.

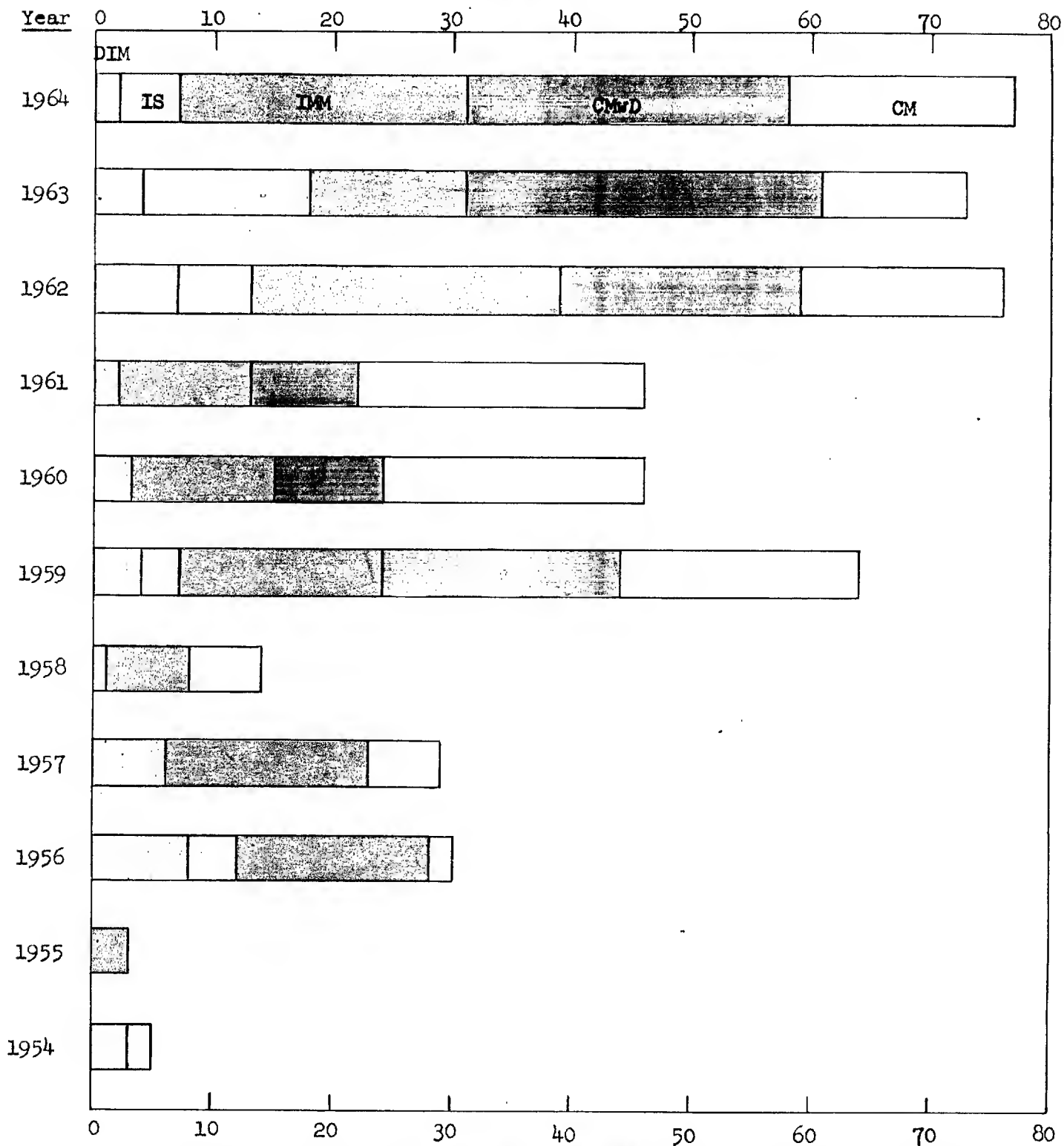
The second observation is closely interrelated with the first. 11 years ago CIA authorized 2 awards for valor -- the Distinguished Intelligence Cross for voluntary acts of heroism involving conspicuous fortitude, and the Intelligence Star for acts of heroism performed with praiseworthy fortitude. Since that time hundreds of our people have exposed themselves to hardship and danger in line of duty -- in Laos, Viet Nam, [REDACTED] and elsewhere. Some have died. But not one has received a DIC because, so far, we have made its standards unattainable. We have -- unnecessarily -- compressed our recognition for heroism into the single mold provided by the Intelligence Star. 25X1X4

Lack of distinction among successive degrees of recognition appears also in our administration of service awards. Logically, one would expect a chart of such awards to follow a pyramidal shape, with a very small number of DIM's at the pinnacle, more IMM's at the next level down, still more CMw/D's below, and a far larger number of CM's at the base. But this is not our record. During each of the last 3 years, for example, our lowest service award -- the Certificate of Merit -- was awarded less frequently than the very prestigious Intelligence Medal of Merit! As a matter of fact, in the 10 years since it was established, the CM has been awarded a total of 128 times against 143 IMM's during the same period.

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HONOR AND MERIT AWARD PROGRAM

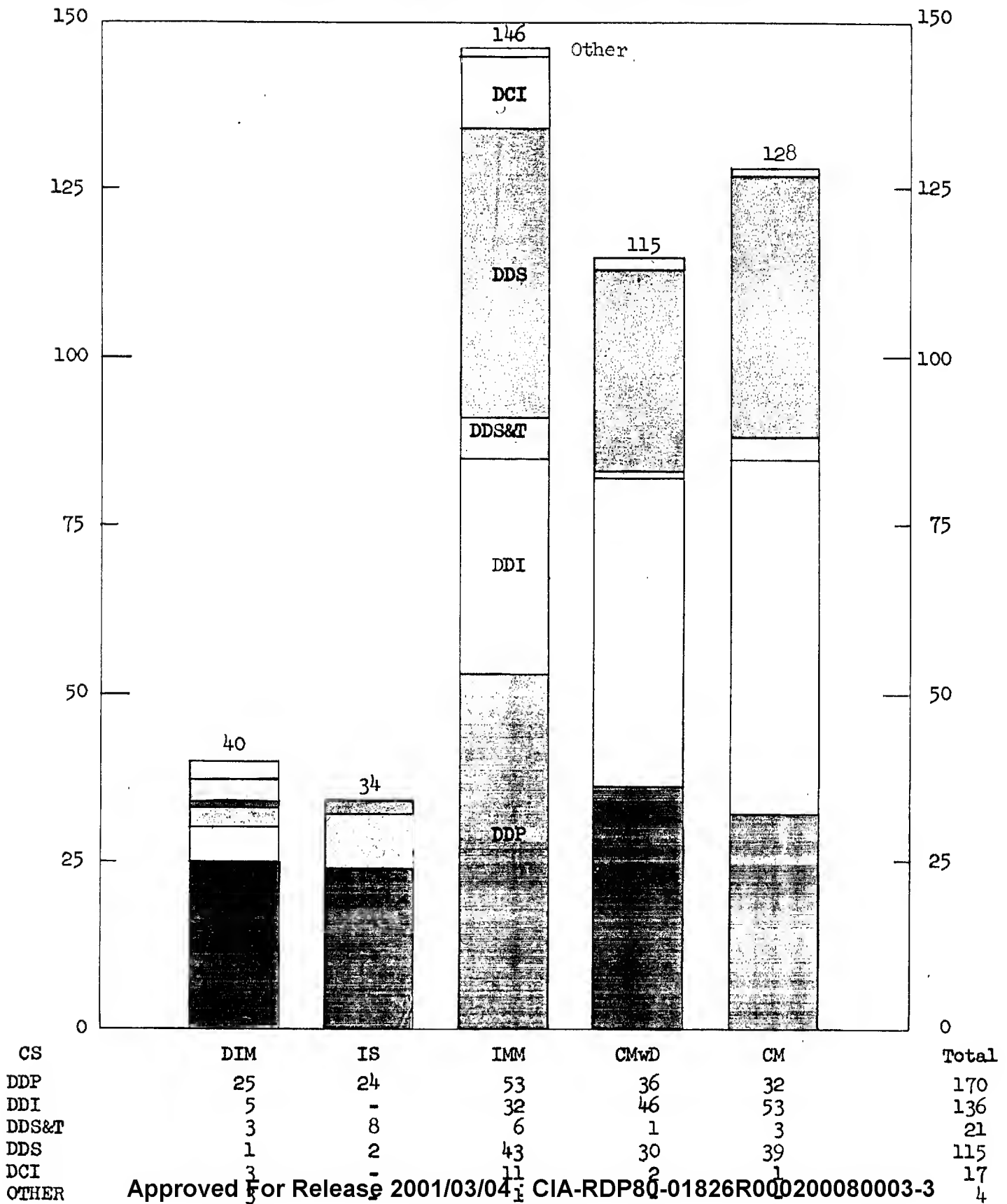
Number of Agency Honor and Merit Awards Approved  
Calendar Years 1954 - 1964



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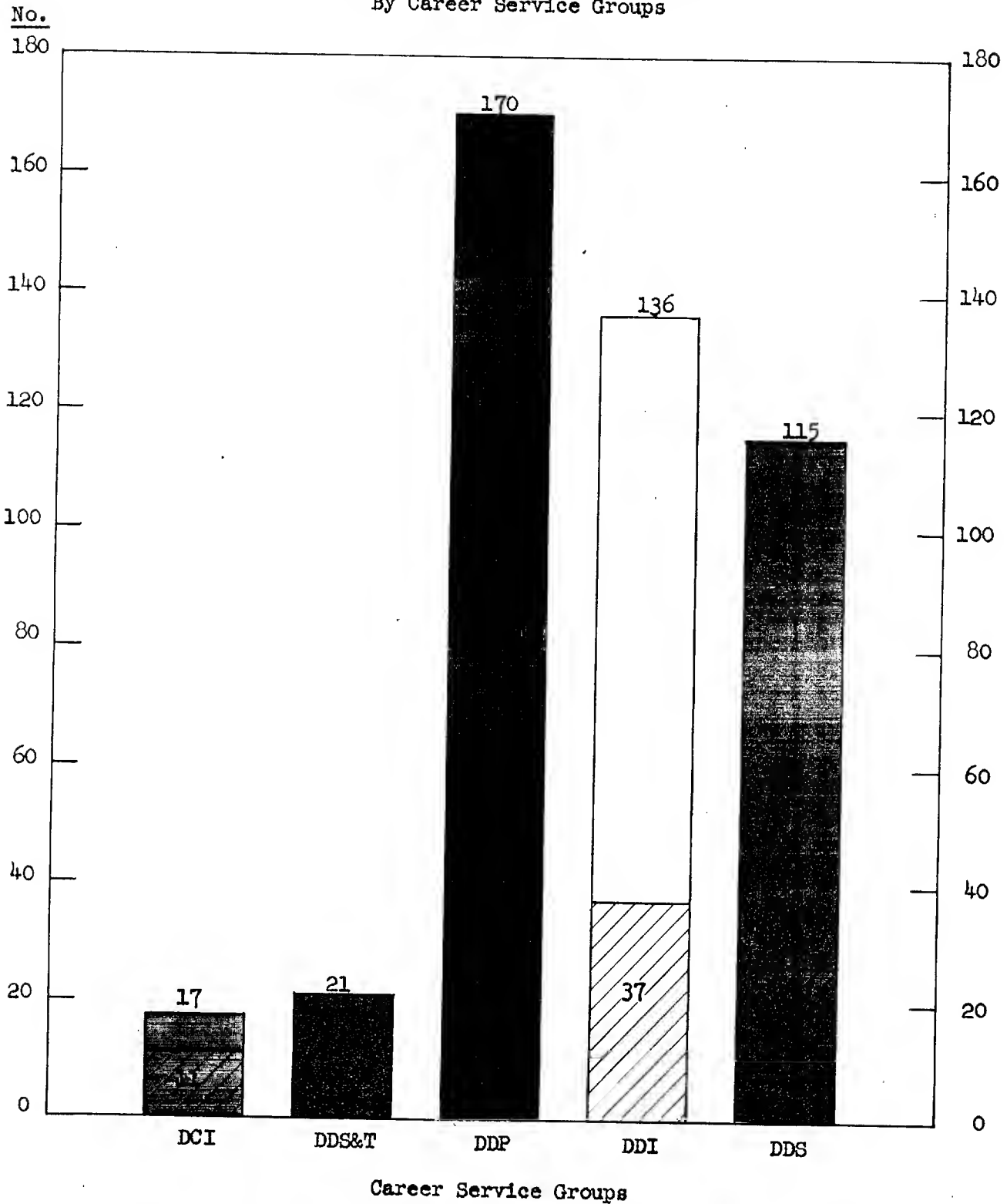
Agency Honor and Merit Awards  
Total Number Approved During Calendar Years 1954 - 1964  
By Type of Award - By Career Service Groups

B



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Agency Honor and Merit Awards  
Total Number Approved During Calendar Years 1954-1964  
By Career Service Groups



Number approved at time of or in connection with: resignation, retirement, or separation from service (hatched segment includes 4 service awards: DIM, IMM, CMw/D and CM)



SPECIAL REPORTS - 1965

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Month

Subject

February

CIA Honor and Merit Awards - 1954 on

(Number and Types of Awards since 1954 plus Career  
Service grouping of recipients)

Total - 1

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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Executive Officer to the DD/S

7D18 Headquarters

Attached note was sent to  
each DDS Office Head with our  
Special Report on Honor and Merit  
Awards. (*Feb 1965 Monthly Report*)

Director of Personnel

5E56 Headquarters 6825

23 MAR 1965

cc: ✓ PPS  
D/Pers Chrono  
D/Pers Subj

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Director of Medical Services  
Director of Communications  
Director of Finance  
Director of Logistics  
Director of Security  
Director of Training

The attached report is forwarded for  
your information at the request of the  
Deputy Director for Support.

Attachment: Special Report on Honor Awards

Director of Personnel 5E56 x6825

23 MAR 1965

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